

*Together is better!*



*We are all ambassadors  
for an inclusive community*

2015 - 2018

CLUOV's Strategic Plan

# Executive Summary

The 2015-18 strategic plan sets out five key result areas of Strategic Focus for Community Living Upper Ottawa Valley (CLUOV):

1. Deliver exceptional services that make choice, inclusion and quality of life a reality for all people supported by CLUOV.
2. Support the self-advocacy of all people supported by CLUOV, including in the areas of leadership, community development and rights.
3. Build a work culture that reflects expertise, professionalism, autonomy, mutual support and respect.
4. Strengthen the profile of the organization, its services and the people it supports.
5. Improve the capacity of the Board of Directors to govern CLUOV, with special focus on recruitment and representing the organization and its commitments in the broader community.

At the heart of the plan is CLUOV's continued commitment to inclusion and an inclusive community.

The strategic plan will be implemented starting in January 2015 and running to March of 2018. Both the Board and the management team will develop yearly work plans to move the strategic plan forward. At the discretion of the Board of Directors, the plan may be extended beyond that end date.

There were one hundred and twenty contributors to the ideas included in the plan. They included people supported by Community Living Upper Ottawa Valley and their families, CLUOV employees and Board members, and community partners. Seventy-one of these stakeholders participated in seven focus groups, and forty-nine provided input via an electronic survey.

Tom Little of CMCS Consulting Services assisted in the development of the plan.

# Letter from Board President



A Strategic Plan is designed to develop a common purpose which encompasses a shared vision, mission and values.

Through the development of our own Strategic Plan, CLUOV will be able to clarify its direction, align its priorities and increase its accountability through measurable objectives.

In the fall of 2014, CLUOV went about the task of developing this Strategic Plan. The ultimate goal was to provide all stakeholders a clear guide for the next three years.

A cross section of these stakeholders participated in its development under the guidance of Tom Little, CMCS Consulting Services

Family members of individuals supported by CLUOV, staff members, board members and partner organization members contributed to the valuable information gathered and organized into the 5 Directions included in this document. Having measurable goals that all stakeholders not only had a role in developing but more importantly a role in attaining will strengthen our overall services we provide.

Needless to say, this was no small task. Many focus groups were conducted to gather information. Many discussions were held to ensure all areas were covered. Many drafts were reviewed and edited to ensure that The Strategic Plan for CLUOV was the best it could be for all involved. The final document is one to be proud of.

5 Directions have evolved, to focus on through the next 3 years:

Direction 1 – QUALITY OF SERVICES

Direction 2 - SELF ADVOCACY

Direction 3 - WORK CULTURE

Direction 4 - PROFILE

Direction 5 - GOVERNANCE

CLUOV has seen significant growth through the past year. Partnerships continue to develop and our community involvement has never been more evident.

It is our goal to continue to "shift the culture of the community", seeing the organization and people supported involved in new and exciting ventures. Whether it's in housing, education or employment, WE ARE ALL AMBASSADORS FOR AN INCLUSIVE COMMUNITY!

# Our Strategic Journey

This planning document is the product of input from the stakeholders involved with Community Living Upper Ottawa Valley. Those stakeholders include the people supported by CLUOV, families, front line staff, management, Board of Directors and community partners.

Their point of view was obtained in two ways - through focus groups and an electronic survey. Seven focus groups were held, attended by a total of 71 people:

- 12 individuals supported by CLUOV
- 11 family members
- 18 staff (2 sessions)
- 12 members of the Management Team
- 9 members of the Board of Directors
- 9 community partners

The survey was made available to everyone connected to CLUOV. There were forty-nine responses. Thirty-four respondents identified themselves as follows:

- I am a staff member - 62%
- A member of my family is supported by CL UOV - 24%
- I am part of an organization that partners or collaborates with CLUOV -15%
- I am part of the management team - 3%
- I am a Board member - 3 %

Stakeholder input is critical to creating an effective strategic plan. Each group experiences the organization in a different way, so taking account of that fact, and weaving it into the content of the final document, is critical. A strength of this plan is that it reflects broad-based stakeholder input.

Tom Little of CMCS Consulting Services of Oshawa assisted in the development of the plan. He facilitated the focus groups, developed and analyzed the survey, created a first draft and guided discussion involving the Board of Directors and the Management Team that produced the second version. At its November meeting, the Board of Directors critiqued draft two and identified further changes needed. Draft three was presented to the Board in January 2015.



# Environment

A number of environmental factors impact on the multi-year strategic plan.

## **Political**

The most important of those relate to the funder of Community Living Upper Ottawa Valley, Ontario's Ministry of Community and Social Services (MCSS). Key among them are:

- The Ministry's ongoing austerity program, which has meant no increase in base subsidy for a number of years. This has forced all organizations it funds, including CLUOV, to do more with less. It has also increased the interest of the Ministry in efficiencies such as those obtained through sharing and rationalization, up to and including the merger of neighbouring service providers.
- The re-election of the Liberal government in June, and the resulting new funding being made available for expanded services such as Passport for young adults leaving school and individualized funding initiatives.
- The Ministry's Transformation initiative, which is changing the face of developmental services in Ontario. Among the important features of the new system are the Developmental Services Ontario offices which now constitute the front door to services for individuals and families, and an increased emphasis on individualized funding, which gives individuals and families more options in terms of the services they access through such programs as Passports.

Another aspect of Transformation that impacts on CLUOV is the maintenance of a regional wait list for residential services, and the prioritization of people for residential support irrespective of their home community.

## **Demographics**

Within the geographic area, there are three other organizations that provide services to adults with developmental disabilities: Community Living Renfrew County South, Madawaska Valley Association for Community Living and L'Arche Arnprior. One organization serves children and adults: Family and Children's Services of Renfrew County offers service co-ordination and Adult Protective Services. The existence of these organizations influences planning in several ways, including presenting the opportunity for partnerships, collaboration, sharing and joining together.

Also to be considered while planning are the following:

- Funding that continues to be available for children with multiple complex needs
- The large size of CLUOV's catchment area, its small population and limited infrastructure
- The presence of the military and the opportunities it creates for CLUOV
- The limited presence of industry relative to government-funded sectors

## Social

Housing is a critical issue for the people supported by CLUOV. Renfrew County is spearheading an initiative “A Place to Call Home” to address it. CLUOV is participating in that initiative. Housing also has a very high profile within the developmental services sector across the province, due in part to high unmet demand and to cost. MCSS and many local organizations are focusing considerable attention on innovative approaches to housing. Through its recent formation of a provincial innovative housing committee, the sector will be called to submit housing proposals that are then reviewed by the 19 committee members themselves in cooperation with the Ministry.

Partnerships are being supported and are strongly encouraged by all future funding opportunities, expecting organizations to work together to find and initiate efficiencies.

# CLUOV Values and Commitments

While moving towards accomplishing these areas, Community Living will adhere to these values. The organization’s implementation strategies will look to augment funding sources and enhance partnerships and commitments:

1. Ensure the concepts “*exploring options*” and “*informed choice*” are the basis for decision-making by individuals supported by CLUOV
2. Reinforce a clear understanding that CLUOV will not support segregated initiatives and activities and ensure our focus is on individualization and inclusivity
3. Investigate partnerships and collaborations with local and regional organizations as the first option for change. *We believe together we are better!*
4. Research and introduce new revenue streams including base funding, fees-for-service, grants and fundraising

## Testing the plan

The strategic plan has been tested against CLUOV’s vision and mission to ensure the proposed actions move CLUOV closer to realizing its vision and are compatible with its mission. The principles listed at the end of this section below are the result of the discussion about the plan by the various stakeholders and should be formally approved by the Board of Directors before being put into effect

## Our Vision

That all persons live in a state of dignity, share in all elements of living in the community and have the opportunity to participate effectively

## Our Mission

To foster the development of welcoming communities through:

**P**roviding supports and services based on each person's uniqueness and self-determination so they may enjoy safe, secure, and rewarding lives

**E**nriching community life by developing community capacity and partnerships

**O**pportunities for stakeholders to learn and take leadership

**P**romoting and celebrating diversity through public education and promotion of inclusion and community living

**L**eadership in human rights advocacy

**E**liminating physical, attitudinal and societal barriers to full citizenship

## Our Principles

- People from our catchment area will be supported so they can live within the area, if that is their choice
- Everyone connected to CLUOV is an ambassador for inclusion, for the organization and for the people it supports
- CLUOV will not support segregated initiatives and activities and ensure our focus is on individualization and inclusivity
- Self-advocacy is critical
- The concepts of “*exploring options*” and of “*informed choice*” must be part of the decision-making process for all people supported by CLUOV
- A high profile for the organization is important to its work
- Professional conduct is vital: “To see is to know”

# Direction 1: Quality of Services

**Deliver exceptional services that make choice, inclusion and quality of life a reality for people supported by CLUOV**

The heart of Community Living Upper Ottawa Valley is found in the way it offers customized and individualized services to people supported. The intent of this first direction is to make existing services more community based; tailored to the desires of each person; and to create new options that will result in lives that are fulfilling and rewarding. Organizational services will be externally measured against standards that exemplify quality. CLUOV will work towards achieving the following goals:

Community Living will ensure that its work aligns with the evolving needs of the people supported and their families, and with the strategic changes occurring within the operating environment, focusing on the following actions:

- A. Develop a strategy to assist the organization to respond to both the capital costs and the need to potentially realign and reduce property ownership due to
  - a. aging infrastructure
  - b. changing needs of the people supported
  - c. our commitment and philosophy of individualized supports and
  - d. partnerships with existing property owners
- B. Research and partner to accommodate providing French Language Services
- C. Create more affordable housing and provide support to community partners that address these needs
- D. Decrease the amount of housing stock and ownership by the organization and move towards developing housing partnerships with local entrepreneurs, municipalities and the County of Renfrew
- E. Explore funding opportunities for transitional age youth, people with complex special needs, and those that are aging
  - a. Expand CLUOV’s capacity to support individuals leaving school and further develop fee for service individualized approaches
  - b. Invest in strategies to address complex special needs, developing expertise locally



- c. Provide support to manage individualized funding
  - d. Develop expertise and partnerships to ensure an individualized approach to supporting people as their needs change due to aging
- F. For families, including families where the parents are aging, develop transitional short term and long term opportunities:
- a. Encourage the use of respite, individualized funding, home share opportunities and enhanced supported independent living resources to address unmet needs
  - b. Invest in training and learning opportunities to enhance the commitment and knowledge of other providers; provide ongoing communication and support for information sharing with families
  - c. As an aid to planning, increase CLUOV's knowledge of the demographics related to people who could be assisted by CLUOV, now and in the future

## Direction 2: Self-Advocacy

**Support self-advocacy of all people supported by CLUOV including the areas of leadership, community development and rights**

Community Living Upper Ottawa Valley is committed to empowering the people it supports to act as spokespersons by taking leadership roles on issues that affect them, both within and beyond CLUOV. Community Living believes the impact of people supported as a spokesperson is more effective in relaying messages to the public. CLUOV will commit to provide further resources to the development of leadership within our self-advocacy group and through individualized advocacy efforts.

- A. Promote self-advocacy as a key organizational principle and commitment
- B. Pursuing advocacy and educational initiatives that continually improve the community's understanding and acceptance of the potential of people supported as full and contributing citizens
- C. Empower individuals supported related to decision-making on services provided to them
- D. Enhance self-advocacy efforts with more financial resources and more staff support, including for leadership training
- E. Give individuals supported by CLUOV the tools to advocate beyond the organization

## Direction 3: Work Culture

**Build a work culture that reflects expertise, professionalism, autonomy, mutual support and respect**

A positive work culture is the cornerstone of an effective organization. Developing an innovative, enriching and engaging organizational culture, that supports continuous learning, creativity and team approaches, is a key success factor for Community Living Upper Ottawa Valley. We are all ambassadors of Community Living and our actions and interactions reflect on people supported and the organization as a whole. The organization recognizes the ongoing need for succession planning to address continuity and security of people supported and to foster and recognize the strength and commitment of our human resources.

- A. Expect, promote and reward professional conduct, including by front line staff as they provide support in the community - “to see is to know”
- B. Increase the messaging of the importance of staff and appreciation of what they do
- C. Champion the role of staff as ambassadors and connectors for people supported and for CLUOV

## Direction 4: Profile

### **Strengthen the profile of the organization, its services and the people it supports**

CLUOV has decided that having a well-known and respected profile will enhance its efforts to make possible the inclusion of people supported. We recognize that we have a considerable impact both economically and socially on the community; and that having a visible profile will enhance our reputation and potential for sponsorship, donations, collaboration and partnerships.

- A. Engage everyone within the organization and make it part of their job to be ambassadors, promoting the organization and its work (i.e. management, staff, Board, volunteers)
- B. Identify ways CLUOV can assist the broader community to reciprocate on the support given to CLUOV
- C. Continue to develop skills sets of people supported by CLUOV so that they can lead in the promotion of our organization and citizenship within Renfrew County
- D. Continue with the Speakers' Bureau and engage members to play a bigger role in promoting the philosophy of inclusion and in profiling the people supported by CLUOV
- E. Maintain strong messaging in various forms of media year round focussing on successes, strengths, inclusion and needs

## Direction 5: Governance

### **Improve the capacity of the Board of Directors to govern CLUOV, with special focus on recruitment and representing the organization and its commitments in the broader community**

The Board of Directors of Community Living Upper Ottawa Valley is comprised of volunteers who give their time to ensure the optimal functioning of the organization. The Board has three roles - leadership, oversight and managing itself. Attention to governance, and a commitment to continue to improve, while remaining true to the values of the organization is vital to the effective working of the Board.

- A. Improve the recruitment, orientation and training of Board members
  - a. Enhance Board recruitment in terms of attracting people with a range of backgrounds and skills
  - b. Improve the orientation and training of Board members, including related to:
    - i. The role of Board members as ambassadors and advocates to instill the philosophy of inclusion.
    - ii. The key principles of the organization such as self-advocacy
- B. Ensure the philosophy, role and principles are taken into account in discussion, decision-making and other actions of the Board
- C. Develop a succession plan for Board members, including related to Officer positions. (e.g. President)
- D. Undertake an advocacy role on pressing concerns such as housing, income and administrative efficiencies
- E. Fulfill the Board role of promoting the organization and raising its profile (see Direction 4) Prepare to transition to the new Not-for-Profit Corporations Act
- F. Complete actions identified during Board training held in the fall of 2014, such as by-law revisions, Board policy development and the creation and use of a governance manual
- G. Enhance the profile of the Board with staff

